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3 January 1962

THE COORDINATION STAFF  
of the  
DIRECTOR OF CENTRAL INTELLIGENCE

Mission

1. The general mission assigned to the Assistant for Coordination by the Director of Central Intelligence (DCI) on 21 April 1960 and under which the new Coordination Staff now functions is to "assist the Director of Central Intelligence in the coordination of intelligence activities of the Government, as prescribed by statute and National Security Council directives."
2. Specifically, the mission encompasses responsibility "for continuous study, review, and submission to the Director of possibilities for increasing integration, reducing duplication, and improving coordination within the national intelligence effort."
3. The responsibilities of the Assistant for Coordination and the Coordination Staff were subsequently expanded when on 18 January 1961 the President approved the action of the National Security Council (NSC) on the recommendations of the Joint Study Group (JSG) on Foreign Intelligence Activities of the United States Government. (JSG Recommendations No. 28, 29, 31, 32, and 33 included in TAB A.)
4. In accordance with JSG Recommendation No. 29, a Coordination Staff was established under the personal supervision of the DCI and charged with supporting him in taking leadership and initiative to develop solutions for coordination problems by identifying and promptly recommending solutions to such problems, especially through surveys of intelligence activities.
5. The functions in JSG Recommendations No. 31, 32 and 33 for a management group of the United States Intelligence Board (USIB) were assigned to the Coordination Staff, namely, to analyze and propose solutions to non-substantive community problems of an administrative or management type; to review the future plans and programs of each member of the intelligence community for consistency and proper allocation of effort at the beginning of each annual budget cycle; and to review the functions and activities of the several committees and sub-committees of the USIB.

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### Composition

6. The concept of the Coordination Staff, based on the description in the JSG Report, is "a full-time group of intelligence professionals owing primary allegiance to the intelligence community rather than to any one member agency" with membership "drawn from the foreign intelligence community-at-large."

7. The Staff currently consists of an Assistant for Coordination (AC/DCI) and Deputy Assistant appointed by the DCI, three members from the Central Intelligence Agency (one each from DD/P, DD/I, and DD/S), and one member each detailed from the Departments of State, Army, Navy and Air Force, and one member from the National Security Agency (NSA). Liaison officers to the Coordination Staff have been assigned from the Federal Bureau of Investigation (FBI) and the Atomic Energy Commission (AEC). For the time being, informal liaison is being maintained with the Defense Intelligence Agency (DIA).

8. The Coordination Staff was established officially on 18 January 1961 and progressively acquired its members. The

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(See attached biographic data - TAB B.)

9. The Coordination Staff functions as a staff for the Director of Central Intelligence (Coordinator). It is not a committee where the members are representing the positions of their parent departments or agencies. Their duties are assigned by the AC/DCI, although in performing them they spend a considerable part of their time in their parent agencies, including attendance at regular agency staff meetings. Coordination Staff members are thereby able to keep informed regarding their agencies' activities and views, and to provide the Staff with necessary information.

### Activities

10. Initially, the principal activity of the Coordination Staff was to assist the DCI relative to the implementation of approved JSG recommendations, taking the lead regarding certain

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recommendations and participating in or keeping informed on the implementation of others. As actions to carry out most of the approved JSG recommendations have been completed or are well under way, the Coordination Staff has increasingly devoted its attention to other interagency coordination problems. Examination of certain of these problems has been directed by the DCI, while other problems have been identified and examined by the Staff on its own initiative. The specific activities of the Coordination Staff are summarized below.

11. Annual Program Review. (JSG Recommendations No. 32, 38 and 43) One of the first undertakings of the Staff was to arrange and conduct for the USIB a review of the programs of each member agency for Fiscal Year 1963 compared with FY 1962. The USIB on 14 October 1961 approved recommendations based on this review for appropriate action by interested agencies. Utilizing the valuable experience of this initial annual effort, the Coordination Staff is now making plans in consultation with the agencies for a more comprehensive and effective review of FY 1964 programs during the coming year. A review of this nature is an essential first step in community-wide planning for the future. It also provides essential background to aid the DCI in his coordination role.

12. USIB Organization. (JSG Recommendations No. 30 and 33) The Coordination Staff has been examining progressively the structure and functioning of the USIB committees. At the direction of the DCI, the Staff is now preparing recommendations regarding revisions in USIB organization and functioning to take effect when the USIB membership is changed in phase with the activation of DIA.

13. Intelligence Requirements. (JSG Recommendations No. 21, 22 and 23) Under USIB auspices, the Coordination Staff has been actively working with the member agencies in seeking improved means of developing and coordinating requirements for intelligence information. As a result, a number of experiments and studies have been initiated, and individual agencies have taken actions to strengthen their requirements procedures. The Coordination Staff has completed a pilot study of existing requirements concerning Indonesia, which indicated that in this case there is no significantly wasteful or confusing duplication. The Staff assisted CIA and DIA in developing compatible systems for recording their respective requirements.

The Staff prepared a draft outline of community-wide requirements procedures, which evoked reactions from the various agencies raising serious question as to the need or value of such additional coordination machinery. Based on its extensive

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work relating to the requirements problem, the Coordination Staff is preparing reports for USIB consideration which conclude that JSG Recommendations No. 21 and 22 and a related USIB action on Southeast Asia requirements are unnecessary under existing conditions, particularly since the creation of DIA. The Staff, however, is keeping the problem of interagency coordination of requirements under continuing scrutiny.

14. Evaluation of Collection. (JSG Recommendation No. 25)  
The Coordination Staff is, on its own initiative, looking into the kinds of efforts which each agency makes in evaluating its intelligence collection efforts. The Staff expects that from this study it will be able to determine the extent to which current evaluation practices are compatible and can be made the basis for more fruitful coordinated programming of future collection efforts.

15. Research and Development. (JSG Recommendation No. 39)  
Representatives of CIA, Defense and the Coordination Staff have developed proposals for achieving better coordination of research and development projects for intelligence purposes, including USIB assessment of their potential value for intelligence purposes. Submission of these proposals to the DCI and the Secretary of Defense has been awaiting completion of a study of internal arrangements within Defense.

16. Clandestine Collection. (JSG Recommendations No. 5, 13, 17, 20 and 37)  
The Coordination Staff has kept abreast of the major policy problems in coordination of clandestine collection as they have arisen, and has made suggestions concerning them to the DCI and to the elements in CIA which carry on the day-to-day work in this field in Washington. In particular, the Coordination Staff assisted in the drafting of new instructions to the DCI's designated representatives overseas in response to Recommendation No. 37 of the Joint Study Group, and has from time to time given informal suggestions to DD/P elements concerning significant policy questions which have arisen in the coordination process. In this connection, the Coordination Staff has kept in mind Recommendation No. 5 of the Joint Study Group which urges that the military services be encouraged to increase their clandestine collection activities. The Staff has also kept informed on actions related to JSG Recommendation No. 13 concerning the opening of CIA's clandestine training facilities to those elements of the military services which have a clandestine collection program, and has provided the Director of Training of CIA specific guidance as to scope of the effort which the JSG envisaged.

The Coordination Staff has also followed the progress of CIA efforts to expand the sound use of non-official cover for staff personnel abroad. The Coordination Staff has given guidance to elements in the CIA which have been taking steps to provide greater intelligence support to military commands through the development of mechanisms for providing lateral and simultaneous dissemination of CIA field information reports.

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17. Scientific and Technical Intelligence. (President's Foreign Intelligence Advisory Board Recommendation No. 15 of 4 October 1961) Following the President's approval of the reference recommendation by the President's Foreign Intelligence Advisory Board (PFIAB), the DCI directed the Coordination Staff to make, for USIB consideration and submission to the White House, an assessment and report on the problem of improving the collection, coordination and analysis of intelligence concerning the scientific and technical capabilities of the Soviet Bloc. A preliminary draft response is being reviewed by the Staff in the light of informal reactions by the DCI and other USIB members. The Staff plans to conduct a continuing examination of this important field of intelligence.

18. Publications Review. The Coordination Staff is responsible, in accordance with a USIB-approved procedure, for reviewing all new plans for periodic intelligence publications in Washington to prevent duplication.

19. Reports for the DCI. The Coordination Staff has been charged with drafting certain reports for the DCI to submit to the White House regarding the status of implementation of approved JSG and selected PFIAB recommendations. Reports regarding the status of all JSG recommendations have been prepared as of 1 May and 21 August 1961, and another semi-annual report is due 1 March 1962. The Staff has also contributed portions of reports and briefings by the DCI to the PFIAB regarding recommendations relating to coordination of the foreign intelligence effort.

20. Revisions of NSCIDs and DCIDs. The Coordination Staff advises and assists the DCI regarding revisions of National Security Council Intelligence Directives (NSCIDs) and Director of Central Intelligence Directives (DCIDs) designed to achieve improved coordination within the intelligence community. For example, the Staff has in particular cases prepared draft amendments to an NSCID and participated with a USIB committee in drafting revisions of a DCID, as well as submitting the Staff's views directly to the DCI on any such changes in NSCIDs and DCIDs.

21. Staff-Initiated Projects. In addition to the above specifically assigned activities, the Coordination Staff has also examined coordination problems with a view to determining whether recommendations for action by the DCI may be warranted. Current problems of this type are the following:

Arrangements for space surveillance.

Intelligence support to the U. S. Disarmament Administration.

Production of basic intelligence, other than the National Intelligence Surveys.

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Community use of external research facilities outside Government.

Research on international communism, especially international organizations and inter-party relations.

22. Staff Briefings. The AC/DCI is frequently requested to give briefings on the subject of the DCI's coordination of the foreign intelligence effort, and the related activities of the Coordination Staff. These briefings are normally arranged by the CIA Office of Training, either in special cases for key officials or as part of the regular training or orientation courses.

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TAB A

EXTRACTS FROM RECOMMENDATIONS OF  
THE JOINT STUDY GROUP REPORT ON FOREIGN  
INTELLIGENCE ACTIVITIES OF THE U. S. GOVERNMENT

"28. The Director of Central Intelligence should take action to achieve more effective coordination within the intelligence community using the normal command channels, as distinct from staff channels, of the departments and agencies concerned.

"29. The Director of Central Intelligence should be supported in taking leadership and initiative to develop solutions for the problem of coordination by the establishment of a coordination staff, under his personal supervision and separate from any operational responsibility of the Central Intelligence Agency or other department or agency. This staff should seek to identify at the earliest possible time and promptly recommend solutions to coordination problems, especially through surveys of intelligence activities as authorized by National Security Council Intelligence Directive No. 1.

"31. To strengthen its role in management of the intelligence community, the United States Intelligence Board should establish a management group which would analyze and propose solutions to non-substantive community problems of an administrative or management type. This group would be composed of one senior representative of each member of the United States Intelligence Board.

"32. The United States Intelligence Board, through the recommended management group, should review the future plans and programs of each member of the intelligence community for consistency and proper allocation of effort at the beginning of each annual budget cycle. Its views should serve as a basis for guidance and coordination to the intelligence community and for reporting to the National Security Council annually.

"33. The management group referred to above should review the functions and activities of the several committees and sub-committees of the United States Intelligence Board. This review should include consideration of possible changes in the committee structure and improved reporting procedures."

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TAB B

BIOGRAPHIC DATA ON MEMBERS OF THE COORDINATION STAFF  
OF THE DIRECTOR OF CENTRAL INTELLIGENCE

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